

Chester Business School


Principles for Responsible Management in Education

**Sharing Information & Progress Report
July 2015**



University of
Chester

Chester
Business School



Letter of Renewed Commitment to The Principles of Responsible Management in Education

As the Executive Dean of the Faculty of Business, Enterprise and Lifelong Learning, I am thrilled to be pledging our renewed commitment to Responsible Management Education and the six PRME principles.

We are committed to continuing our mission to Responsible Management Education and indeed, the University of Chester is one of a pilot group of thirteen UK universities, who are also working towards *Responsible Futures*.

The National Union of Students (NUS) has selected Chester Students' Union and the University of Chester to be one of 13 Higher Education institutions to take part in the *Responsible Futures* pilot programme. The NUS (2015) believes that "Providing the skills, experience and knowledge for our emerging low-carbon economy is a key priority for education in the 21st century." Education for Sustainable Development (ESD) is a key objective within the University's Sustainability Strategy, Sustainability Vision 2020, and sits within the Curriculum theme.

We have adopted the definition of ESD used by the Quality Assurance Agency and the Higher Education Academy (2014, p. 5), which define it as "the process of equipping students with the knowledge and understanding, skills and attributes needed to work and live in a way that safeguards environmental, social and economic wellbeing, both in the present and for future generations."

This is related to our:

- Curriculum (developing skills in responsible management, ethical consideration, and sustainable development).

- Campus (carbon management, key sustainability impacts, and sustainable food).
- Community (workers' rights, ethical investments, and partnerships).
- Cultures (auditing of systems, human resource management for sustainability, empowering staff, and student engagement).

I am extremely pleased to announce that we achieved the *Responsible Futures Accreditation* in May 2015. The key highlights of the Responsible Futures audit stated that:

- There is a clear, shared strategy across the institution bridging academics, estates staff, and the students' union. This joined up approach has fostered a positive and collaborative working culture.
- The Responsible Futures working group at Chester is a model of good practice for the sector – the high level of commitment and positive engagement is a testament to the truly whole-institution approach.
- In relation to the curriculum review, auditors commented that the strong academic grounding in how this project has been approached will certainly allow for greater buy-in from the Faculties.
- The student-led nature of the completion of many criteria was a distinguishing factor of Chester's work.

Therefore, clear evidence illustrates that we are building on our achievements from our last report and we look forward to our ongoing collaborations with colleagues in the PRME community. This report will highlight our achievements and our very exciting future ambitions.



Professor Ruth Ashford

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BRIEF OVERVIEW

In the preceding report period, the Faculty of Business, Enterprise and Lifelong Learning (BELL), which encompasses Chester Business School and Warrington School of Management, the Department of Sport and Community Engagement, the Centre for Work Related Studies and the Work Based Learning Unit, has undertaken a significant range of developments in relation to embedding responsible and sustainable management.

The concepts and practice of sustainability and responsibility have been highlighted and operationalised through the Faculty's infrastructure and actions which embrace students, staff, external partners and stakeholders. These developments are outlined within the PRME Principles framework.

MAJOR ACHIEVEMENTS

(in line with PRME Principles):

PRINCIPLE 1, 2 AND 3: PURPOSE, VALUES

Queen's Park New Sustainable Campus: A Showcase for Environmental Technology

Chester Business School is relocating to a new sustainable campus at Queen's Park in Handbridge. We are committed to a sustainable environment and as such, our campus has benefitted from green travel plans and also sustainable technology fitted throughout the campus (including the changeover to LEDs, etc). This is very much part of the overall University plan in achieving our sustainability values.

The Chester Business School relocation to Queen's Park has allowed us to further promote our Green travel and indeed, the University has been awarded the Champion Workplace Certificate from itravelsmart (see below).

Chester Business School committed to the Green Impact initiative in March 2015 and by this year's audit deadline had already made a good number of steps towards Bronze Award status. 32% of the Bronze Award requirements were completed in just six weeks. The faculty has made significant progress in the area of recycling. There are numerous recycling bins on each floor of the Westminster Building which are being utilised by staff and students. Other initiatives include; bins for recycling paper, cardboard and empty ink cartridges and food waste bins. The Faculty has also incorporated a 'Bin the Bin' initiative as another strong, green behavioural move.

We now embrace a green printing policy and with the relocation to our new Queen's Park Campus, individual printers will not be permitted. Academic colleagues have been issued with an iPad to help in an effort to reduce the use of papers and to ensure that paperless meetings can be embraced.

As part of the University strategy on ethics as well as carbon reduction, all students are required to submit all summative assessed work to the Turnitin software and colleagues now mark on line – thus reducing paper.

The University is also launching a new Centre – University Centre Shrewsbury, where a number of our Business programmes will be taught. University Centre Shrewsbury is a distinctive institution, focused on high-quality teaching and research, fostering entrepreneurship, contributing to the community and, ultimately, making a global impact. Alongside this focus, the curriculum, research and

partnerships aim to have as much of a positive impact as possible locally, regionally, nationally and internationally, helping Shropshire to become a focus for research across a range of economic, environmental and other challenges facing society in the 21st century. Therefore, this adds to our PRME objectives of embedding responsible management into this region.



CURRICULUM DEVELOPMENT

All of our Undergraduate and Postgraduate programmes are being revalidated and as such we are ensuring that responsible management is embedded into the curriculum at each level of the programme.

Therefore, sustainability and business ethics are embedded throughout the curriculum at Chester Business School and support University initiatives, such as the 'Responsible Future' and the 'ethical audit'. For example, the BSc in 'Accounting and Finance' includes modules on 'Law and Ethics' (BU4008) and the Auditing module (BU6012) has an established focus on ethics.

A curriculum innovation for this year had been in the re-validated MBA that has a core value of 'Ethics and Integrity', to focus on 'how we do business'. For



illustration, a new MBA module, entitled 'Leading and Managing Ethically' (BU7404) has been designed to give delegates a critical understanding of the theories, concepts, and approaches towards business ethics, and to assess the implications of business ethics to key Human Resource Management practices.

The module further synthesises knowledge and experience of managing and leading people to develop appropriate responses to differing situations from an ethical perspective, as well as to develop and extend the capacity of individuals to ethically lead and manage.

Professor P. Manning has also delivered a guest lecture on 'Ethics and the Entrepreneur' to students on 'Essentials of Entrepreneurship' (BU4012), which focused on sustainability.

We are currently revalidating our PhD/DBA/DProf and Postgraduate taught programmes. One of our new themes for these programmes is 'Mental toughness' which links to the ethical approach to resilience.

PRINCIPLE 4: RESEARCH

In the current PRME reporting period, the Chester Business School's research has undertaken a range of high-profile and leading edge initiatives which inform and underpin in relation to national and international ethical, responsible and sustainable agendas.

The research life and work of the Faculty is situated around a number of centres, some of which are already formed and others which are innovative new developments:

- Centre for work Related Studies (CWRS) - sponsoring and supporting personal and organisational development.
- International Centre for Corporate and Public Affairs (ICCPAR) – supporting responsible public affairs and public relations.
- Centre for Destination Management (in formation) – promoting sustainable and responsible tourism, marketing, heritage and event management.
- Shrewsbury Centre – HRM/OB/Management (in formation - to be launched early 2016) – embracing sustainable business and economies.

Furthermore, Chester Business School works in a concerted inter-disciplinary manner. Recent collaborations have included work between Theology and Religious Studies and Chester Business School on values, beliefs, attitudes (VBA) and spiritual capital in everyday workplaces and organizational life. This has resulted in conference presentations at *Propedia* in Paris, a practitioner oriented publication in the EFMD *Global Focus*, and the founding of the Spiritual Capital Development Company (SCDC). The SCDC seeks to explore and better understand the role of spirituality and faith in the contemporary work setting. Collaborations on ageing and tourism and well-being and management development are also in progress.



Research projects designed and progressed by staff at Chester Business School which have informed responsible and sustainable agendas have encompassed, by way of illustration:

- The role of social capital in the development and pre-emption of Ponzi fraud schemes (as conducted by, for instance, the convicted criminal Bernie Madoff).
- The role of micro-moments in developing responsible and sustainable organisations.
- Studies of sustainable tourism in South African wildlife reserves.
- Developing greater understanding of the meaning of consumption and the consumption of meaning in relation to branding.
- Ambidexterity and its role in shaping HRM.

Chester Business School submitted a selection of its research portfolio to the UK Research Excellence Framework exercise (2014) and a considerable proportion was ranked as internationally important.

Moreover, within Chester Business School there is a healthy postgraduate research community comprising some 70 international research students who are examining a wide range of issues, including:

- Corporate social responsibility; professional identity and responsibility of practitioners within legal systems and medicine.

PRINCIPLE 5/6:

PARTNERSHIPS AND DIALOGUE

■ Sustainability and Sense-making in Southern German SMEs.

■ The adoption of Value-Based Accounting.

The Faculty operates a regular research seminar series which attracts an extensive range of internationally prestigious speakers on a wide range of topics. This extends, sustains and develops the research community and operates in tandem with the innovative Research Staff Development Hub which is a cyclical programme that engenders and supports responsible researcher development.

Chester Business School is a strongly international and internationalised faculty. Its work on responsible, sustainable and value-orientated organisations has been presented at, and received sponsorship by, external agencies at an extensive range of major institutions and settings throughout Europe and also in, by way of example, India, China, and the United Arab Emirates. Thus, the work of Chester Business School has achieved extensive global reach while also remaining closely connected to, and embedded in, its regional and national contexts.

Future directions will see a strengthening of the research fabric, work and outputs of the Faculty in the coming period. This will be evidenced in the establishment and growing strength of its centres, an expansion of, and demand for, its high quality research outputs, and an intensification of its local and international connectivity.



The Faculty continues to work with a range of key stakeholders, including industry in relation to extend the PRME values in terms of the following:

- Community Engagement – we run a keynote lecture series which enable people to interact and learn from high profile speakers.
- Widening participation – we ensure high levels of potential students from under-represented groups can achieve the benefits of university education. The University offers a range of bursaries, loans and scholarships. This ensures that we are ahead of the game in relation to the PRME principles, which is accessible to students who may not be able to afford the fees.
- International developments – we have developed a range of partnerships with international Business Schools, where we offer exchange and matriculation to University programmes, including universities and providers who embrace our responsible management/ responsible futures curriculum. In many countries we offer University of Chester programmes – thereby capitalising on the lack of required international travel.



Faculty of Business, Enterprise and Lifelong Learning Key PRME Objectives

Over the next 18 month period, we commit to working on the following objectives:

- To review the Faculty's portfolio of business programmes as part of a five year review, which will further embed responsible management within the curriculum.
- To engage in more collaboration with other UNPRME members.
- To continue to manage our waste, energy and carbon emissions in targets for reduction.
- To embrace carbon literacy training for students.
- To continue to develop our policy on green printing.
- To ensure that we are further developing our sustainable destination research centres, especially with our new Shrewsbury campus.

Conclusion

We understand that our own organisational practices should serve as samples of the values and attitudes we seek to convey to our students and will continue to review and revise our policies to achieve this.

Environmental Sustainability on Campus through our Cultures and Community

At the University of Chester our vision is of a just and sustainable world for present and future generations.

Sustainability Unit

- The Sustainability Unit sits within the Facilities Department and aims to ensure that the University of Chester leads by example, putting sustainability at the heart of decision making and service delivery.
- We recognise our responsibility to function with due concern for the environment in which we live and work, and to minimise the impact of our activities on that environment and promote awareness through all our education activities.
- We seek to continually improve our environmental performance by implementing policies and processes, such as EcoCampus, that sets targets and objectives to minimise our impact on the environment.

Our Goals

- 1 Value added for staff, students and the wider community
- 2 Carbon neutral operations
- 3 Secure natural resources/security of supply
- 4 Closed loop waste systems

UNIVERSITY OF CHESTER'S SUSTAINABILITY OBJECTIVES

1. Reduce the University's carbon footprint by 30% by 2015 and 43% by 2020.
2. Raise the profile and participation of health and sustainability initiatives at the University to staff, students, and prospective staff and students and the wider community.
3. Increase the University of Chester's position in the People & Planet Green League.
4. Achieve EcoCampus Platinum and ISO14001 by 2015.
5. Raise the profile of the university by winning 'green awards' for best practice.

Fundamental to the University's ideals and aspirations is the positive impact that the University has on the lives of students, staff, and community, all of which underpin the institution's significant and developing contribution to the region and beyond. This sits naturally with the goal of sustainable development; to ensure that we have a positive impact on our natural world, starting at the University and spreading out across the region.



ECOCAMPUS



The University of Chester joined EcoCampus as part of Cohort 5 in 2012 and achieved the EcoCampus Bronze Award Certificate and the EcoCampus Silver Award Certificate.

EcoCampus is the leading Environmental Management System & Award Scheme for the Further and Higher Education Sectors in the UK.

The scheme provides the tools and guidance to implement an Environmental Management System up to ISO14001 standard.

The scheme offers a flexible approach, with recognition of progress through awards at each phase.



ENVIRONMENTAL SUSTAINABILITY EXECUTIVE STEERING GROUP

This quarterly steering group is responsible for supporting the development and delivery of environmental sustainability across the university including EcoCampus, the Carbon Management Plan, the Green Chester Campaign and associated initiatives

GREEN FORUMS

We run a monthly Green Forum at Chester and Warrington Campuses – everyone is welcome to take part. The forum is responsible for delivering campaigns and initiatives to green our university and promote awareness through all of our educational activities.





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